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**LONG-RANGE PLAN—PHASE IV
SUPPORT CAPABILITIES**

DIRECTORATE OF ADMINISTRATION

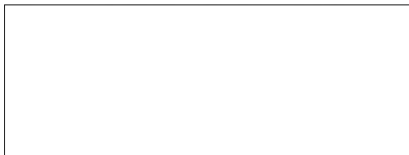
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LONG-RANGE PLAN—PHASE IV SUPPORT CAPABILITIES DIRECTORATE OF ADMINISTRATION

I. EXECUTIVE SUMMARY

A. Introduction

This paper discusses the resource strategy of the Directorate of Administration (DA) in support of the Agency in general and the Phase III capabilities studies specifically. In this study, we have reviewed our major concerns, the environment which we believe will be confronting us, and the support resources which will be required to carry out the activities contained in the Phase III planning effort. We have provided for specific needs to support an Agency population

Beyond the specific requirements of the current planning exercise, a number of independent themes, directions, and initiatives have been incorporated which we believe will meet the challenges of the future in providing timely, effective services in support of the Agency's mission.

While it is recognized that the focus of the capabilities planning papers should not center on resource needs, the resource deficiencies of the past are beginning to impact adversely on present Directorate capabilities—and they will have a more severe impact on the Directorate's future objectives if this trend is not abruptly reversed. The underlying tone of the five capabilities papers is that extensive support will be required in an increasingly sophisticated, complex environment. The demands placed on the DA by an expanded, computer-dependent, highly technical Agency in the immediate future will be enormous.

With the exception of communications, which is currently undergoing a long delayed recapitalization effort, the whole Directorate support infrastructure requires a large concentrated program of capital investment to keep pace with changing and expanding requirements. We must revitalize the Agency's support base so that it is capable of responding to the additional tasking which will inevitably occur.

In this treatment, support is defined as fixed plant, equipment, and resources. While management strategies may be developed to postpone or defer these fixed costs, we should keep in mind that they can be deferred, but not avoided. According to the popular commercial line, you can pay now or pay later, but you must pay.

B. Resource Strategy

We plan to pursue the following strategy for the acquisition and management of Directorate resources over the next ten years:

1. Remedy existing shortfalls in support of Agency programs.
2. Recapitalize and modernize equipment and facilities.
3. Obtain adequate DA resources to match Agency growth.

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During the period of the early seventies to FY 1982, we have been challenged to do more with less to offset the effects of scarce resources. Resources have been diverted to meet unanticipated requirements stemming from such programs as continuity of government and covert action. To meet these surge-like requirements, we have overtaxed existing support mechanisms, held much needed upgradings in abeyance, and reduced routine, but necessary, administrative services for the Agency populace to dangerously low and unacceptable levels.

When our fixed plant and equipment reach a point where they provide adequate quality, safety, and operating efficiency, the Directorate's additional resources will be devoted to the support of new requirements. The Agency can no longer afford to underfund its fixed plant and equipment needs. We must bring our current assets to an acceptable operating capability which is capable of supporting normal growth before we attempt major expansion. Generalizations about the shortfalls are straightforward; the DA will need to acquire new facilities, equipment, and people to meet the increased needs of an expanding Agency.

C. Resource Concerns

FY 1983 represents the first year in which the Directorate experienced some reversal from the downward trend in resources. If the FY 1984 Program survives the approval process, the DA will be able to show some positive growth. We are now faced with the dilemma as to whether these anticipated additional resources should be applied against rebuilding our eroded support base or to apply the additional resources against new and seemingly ever increasing requirements and needs. This dilemma is further compounded by the continuing inability to obtain adequate resource levels to develop, enhance, and maintain our automated systems in a timely fashion. We are in the unenviable position of simultaneously having to place heavy emphasis on acquiring sufficient resources to meet basic requirements, while our activities are expanded to encompass new requirements including automated systems development.

One major current concern is to maintain the impetus of the Communications Recapitalization Program and not lose sight of its importance in the outyear funding schemes. Another concern of high interest within the Directorate is that we have adequate security protection for our personnel and information. The Information Systems Security Group is wrestling with complex problems, some of which are not only pressing the cutting edge of new technological development but surpass it. We must ensure that Security receives adequate resources to cope with the rapid growth in networking, telecommunications, distributed processing, new data bases, and the wide-spread use of mini and microcomputer technology. These changes present a new generation of tremendously complex security concerns and problems which are already rendering many traditional control and accountability security principles obsolete. To meet this challenge satisfactorily will be costly in manpower and funds.

We must also establish adequate and responsive near-term centralized processing support to meet the long-term goal of providing every professional worker with an electronic work station and the supporting communications and computing infra-

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structure. In conjunction with this we are concerned with the acquisition of adequate training resources to prepare our employees for an increasingly automated environment. Additionally, within the Directorate we must place heavy emphasis on developing and improving our automated systems in order to improve productivity and responsiveness to customer needs. And last but certainly not least we must acquire adequate space to house the forecast increases in personnel. Assuming that the new building is approved and built, we will have space in Headquarters building (new and old) for about [REDACTED] Although the growth between now and 1988 will be accommodated in the new building, it will not be ready for occupancy until 1987. Consequently, we are currently attempting to solve the problem of providing adequate space for growth from 1983-1988.

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II. ENVIRONMENT 1982-1992

A. From a National Perspective

Our current environment is known as the Information Era. We have already seen such terms as "information explosion" used to describe the huge volume of data that pervades our environment. American society is moving into a service-oriented economic structure which has the computer as its major tool. People in our society, especially younger people, are adapting to computers and, more importantly, adapting the computer's ability to solve an impressive list of problems. Society wants the computer to be the tool that removes the drudgery from many of its tasks.

We do not believe that the ^{automated} totally paperless office will come into common use during the next ten years. Although the technology will be available, the limited ability of industry and government to provide surge funding to replace current systems and equipment, or to quickly modify current operating procedures and retrain workers will constrain the evolution towards a paperless office society. This will allow for a planned and orderly evolution, which will not only affect information handling equipment but our management and organizational structures as well. A major challenge in this environment will be to budget for and execute purchases of new technology which can be readily integrated into current systems with a minimum of disruption.

B. From an Agency Perspective

The Agency's main challenge during the next ten years will be to do a better job of collecting, analyzing, and producing intelligence. To do so will require adequate resources to modernize its current capabilities as well as additional resources for enhanced capabilities to support new tasking and expanded requirements. The critical need for space to house additional personnel and machine applications has been identified. New tasking and expanded requirements will require that significant resources be spent on information handling systems. Increased personnel levels and new technology will cause a substantial increase in training needs. Some of the more attractive aspects of overseas assignment will continue to decline. A major factor in this decline will be the ever-increasing security threat to our people and facilities

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overseas. Finally, keeping pace with state-of-the-art technology will require an escalating share of our resources.

By the late 1980's we foresee an Agency analytical environment in which ADP services will be central to all productive activities. Document preparation will be accomplished by using both data and word processing technologies. Printing, publishing, and the coordination of document drafts will be done over networks that interconnect all user terminals with each other and directly to the major printing systems of the Agency. A terminal will be at the work station of virtually every analyst. The integration of word and data processing via networking will make it possible for the analyst to accomplish all major activities associated with the production of intelligence from a single terminal. The entire process will be dependent upon systems that are responsive to the user and absolutely reliable. This presents an extraordinary support challenge in terms of being able to guarantee that major services are never interrupted.

The next decade will require the Agency to recruit, train, and keep on board an appropriate mix of high caliber, dedicated personnel and ensure that they have a suitable working environment. The new recruit of tomorrow will be today's computer-literate young person.*Both the people and the tasks of the Agency of the future will be pushing toward the near paperless environment that is currently being forecast.

C. Directorate Perspective

During the decade of the eighties, support functions of the Agency will change in more dramatic fashion than they have in our entire past 35-year history. These changes will be the direct result of the development and adoption of data and word processing systems in contrast to traditional support mechanisms. The driving force will be the adoption of the new technology within the Agency, by the rest of the Federal government and by private industry. We foresee that within the decade the laws of the Federal government regarding accounting, procurement, Federal wages and retirement, and most other Federal administration will change the definition, organization, and functioning of future support management systems.

Technology will present the opportunity for dramatically improving the productivity of virtually everyone. Electronic mail systems will move correspondence throughout the Agency in seconds rather than days. The ever-decreasing cost of storing data magnetically will increase the movement from paper files and into electronic filing cabinets. Directorate endeavors will involve the development of systems that are capable of being used in the office right from the desk of the analyst. Developing these systems will be complicated by rapid advancements in new developments in ADP technology. The most significant advances anticipated are increased miniaturization of hardware components, increased central processing unit (CPU) speeds, faster, higher-density peripheral devices, improved network architecture, greater reliance on interactive applications, improved graphics capability, high-quality printing, and increased use of personal computers. Use of on-line storage devices such as direct access storage devices (DASDs) also will expand. Furthermore, improved hardware and software will significantly increase the amount of on-line information directly accessible to users of Directorate services.

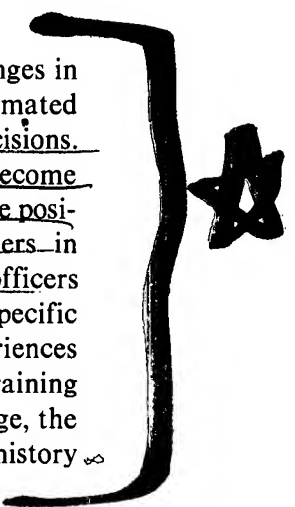
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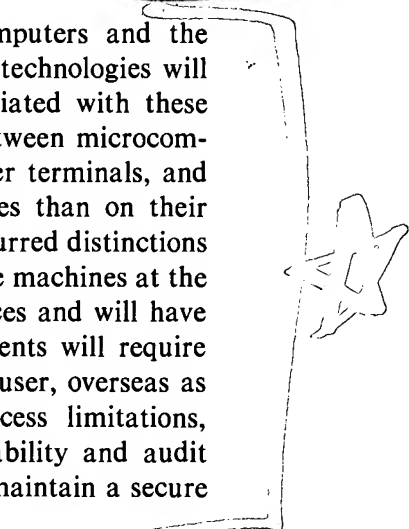
Major technological advances in communications are expected. Use of remote terminals located at great distances from the computer and eventually supporting users not now being serviced, will substantially increase, as will the use of direct communications among computers. By 1988, the services available from the backbone network will include the potential for narrative traffic, bulk data service, secure voice, teleconferencing, and facimile. Any service will be provided error free with cryptographic protection. In fact, literally anything that can be converted to a digital signal can be transported by the future network.

Probably the most significant growth in the communications arena during this period will be in the domestic network. It is a goal that by the end of the decade most electrical cables coming into the Agency will be disseminated in electronic form rather than by paper. In addition, much of the operational and administrative information distributed in the Agency will be in electronic form.

Training's role will become more important in dealing with the rapid changes in our workforce and the environment. A larger diverse workforce in an automated setting will require changes in the way we communicate and make decisions. Management analysis of jobs and their organizational relationships will become increasingly important along with the process of selection of employees to fill the positions. The Directorate will need instructors to assist Agency line managers in applying concepts such as decision analysis. We will see an increased use of officers from components outside the Directorate to fill training positions with specific content expertise, and an increased need for training careerists to seek experiences through rotational assignments throughout the Agency. While operational training will increase in volume and some of the tools used by the case officer will change, the methods of training which have been tested and proven through the Agency's history will not change significantly.

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The accelerated use of mini, micro and even personal computers and the exploitation of laser, bubble memory, holographic, and fiber optic technologies will challenge our ability to identify and correct vulnerabilities associated with these powerful and ubiquitous information tools. Current distinctions between microcomputers, microprocessors, word processors, office machines, computer terminals, and communication terminals are based more on their specialized uses than on their technological characteristics. During the next decade the already blurred distinctions between these types of devices will virtually disappear. Typical office machines at the end of the next decade will have the capabilities of all of the devices and will have voice, graphic, and data integration. Future operational environments will require that access to Agency data bases be extended outward to the end user, overseas as well as domestically, even perhaps to non-Agency entities. Access limitations, compartmentation, and ever-increasing requirements for accountability and audit trails, however, will severely tax the entire Directorate's ability to maintain a secure environment.

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III. SUPPORT TO THE PHASE III CAPABILITIES STUDY

The information presented in Phase III does not accomodate a detailed, quantitative support response. We therefore address the papers from a broad, long-

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range perspective, and define resources on a scale of general order of magnitude. The specifics of actual implementation will need much more detailed study.

A great deal of specific information is required to prepare good, sound support planning estimates and annexes to operational plans. Over time, prices escalate and availability of whatever is required from the commercial market whether it be things or services like transportation also vary. Consequently, it is essential that all support components be involved in the conceptual as well as the planning stage of new initiatives.

A. Office of Data Processing (ODP)

There are many requirements which will impact the Office of Data Processing level of effort over the next ten years. For the most part, these are not new requirements. Only the magnitude and urgency will change. Project SAFE, the backbone for ADP support for analysts in the DI, is expected to support analysts. The SAFE concept has been designed and funded around this figure. The addition of more analysts mentioned in the capabilities plan will cause a significant increase in the SAFE workload and terminal requirements. However, it would be premature to attempt to discuss additional requirements for SAFE support in the midst of efforts associated with the redirection of the SAFE project. A study will be required to analyze the impact and to determine the feasibility and cost of the needed SAFE system enhancements.

While SAFE is intended to support DI analysts, the implementation of office automation capability has more general applicability across the entire Agency. The Agency has competitively selected a contractor, Wang Laboratories, for an Agency-wide standard word processor and office automation system. The contract includes Wang support for initial surveys, maintenance, and training. It is anticipated that with sufficient component funds, this effort could be expanded to whatever level is necessary for additional Agency analysts, technicians, and clerical personnel.

During the early 1970's, ODP was overtaken by accelerated user demands for data processing capability. Central processing capacity was woefully inadequate to cope with demands for service. Extraordinary efforts were undertaken in the mid-1970's to acquire new computer hardware to address the mushrooming requirements. The efforts were successful. In addition to solving the immediate problem for additional computing resources, the procurement strategy and defense became the model for subsequent successful acquisitions of computer hardware. Since the mid-1970's, ODP has managed to just keep pace with increased user demand.

However, ODP's capability to support user requirements for new applications software development has fallen behind demand levels. A seven-year period of zero increases in numbers of applications programmers (ignoring a modest complement of four staff positions for the TADS project) ended in FY 82. But an estimated two to three-year backlog of requirements for applications development has developed.

ODP is addressing the need for increased applications software development in three ways: obtaining additional personnel slots for applications programmers, increasing the use of contract development, and by helping the users to help

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themselves when feasible. The newly established information center will be the focus of efforts to provide the users with assistance in simple data processing tasks—programming, data base manipulation, simple graphics, etc.—which will help free ODP's professional programmers and allow them to concentrate on complex problems.

Two more specific categories of support requirements continue to receive increasing attention—modeling capability and computer graphics. Requirements for increased use of sophisticated mathematical models may develop such that a new scientific computing capability will be required. Such models are most efficiently run on a computer designed to optimize processing oriented toward scientific and engineering problems rather than the general-purpose computers employed by ODP. A new scientific computing capability could be expected to entail costs of ten to twenty million dollars for hardware alone. And there will be a need for an additional thirty-five new ODP staff positions to support the activity as well as sufficient additional computer grade space.

The use of computer graphics can provide dividends in the areas of presentation graphics, publication graphics, analytical support, imagery analysis, and computer aided design. While individual components with specific needs such as cartographers make very good use of computer graphics capability, we do not offer easy-to-use capability for the general ODP user community. Demand can be expected to grow for such capability, and indeed, the potential and promise of computer graphics capability as demonstrated with such systems as CAMSTACK, foster continuing new interest in exploiting the technology.

Additional requirements include the need for extended automated publication facilities. As more and more of the Agency's information holdings are converted to electronic form, there will be increasing demand to go straight to publication in that form. More electronic paths to more ETECS-like capabilities will be required.

We must also develop new means for data archiving for storage and backup. A requirement for reliably storing huge volumes of electronic data has existed for some time. This requirement will take on new importance as disaster plans are more carefully formulated and detailed. But technology has not yet quite evolved to the point to permit serious planning to satisfy that requirement. We will continue to monitor technological developments in this area.

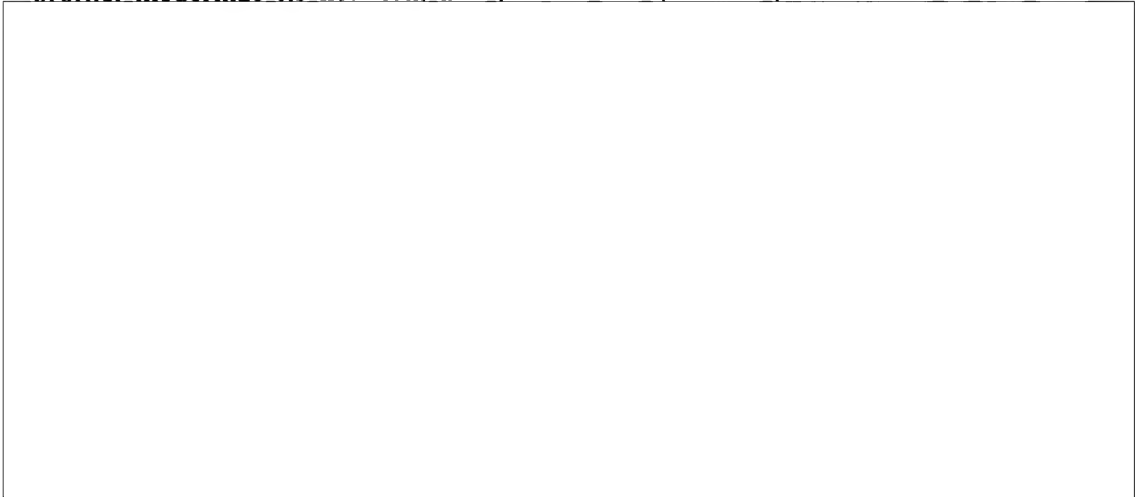
A growing and increasingly sophisticated customer population which depends more and more on data processing to accomplish the daily workload demands increased availability and reliability. ODP systems availability (which the users see through their terminal) is presently 97%, so there is a three percent margin for improvement. But that three percent improvement (nearly three percent—we cannot reach 100 percent) will require improved hardware technology, redundant equipment, improved telecommunications, reduced software errors, and reduced procedural errors. ODP will improve systems availability, but progress will be difficult and slow.

B. Office of Communications (OC)



The thrust of the planning papers is quite clear; they describe an ever-expanding customer work force which must use progressively more modern techniques. Technical tools which multiply the customers' effectiveness will also challenge the Office of

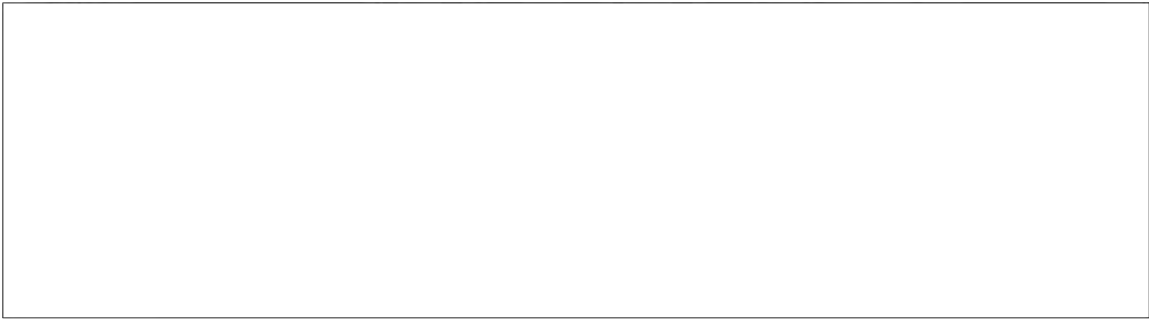
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Communications to maintain its current high level of service while meeting the changes in customer demands. To do this, OC must continually improve its service profile, modernize its network, and provide the qualified professionals to run that



The Domestic Network's evolving role will by necessity reflect the changes occurring both in the Agency and in society as a whole. ADP technology will be a driving factor, as will increasing customer sophistication. In the coming decade, service emphasis in the Domestic Network will focus on interactive manipulation of data bases, more secure voice and facsimile, paper reduction, efficient use of available bandwidth, and improved communications security.

Up to 100 Delta Data terminals per month are currently being installed for interactive operation with ODP. Secure voice expansion began with the activation of the DBX-5000 switch in Headquarters  and DBX-1200 switches at four other sites. OC's present goal is to expand the secure voice system by 100 instruments per month through 1985. SAFE and the 4-C program add to this heavy workload. They require major new additions to the grid system and add to the number of data channels passing through the technical control facility. Through this period, OC will be installing, operating, and maintaining more telephones, crypto, statistical multiplexers, secure grid, facsimile and alphanumeric terminal systems. Concurrently, the microwave system will also be expanded to handle more ultrawide-band channels and better error detection will be provided. OC will also be preparing for  the Message Handling Facility, and the new Headquarters annex.



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Teleprocessing, secure voice, metropolitan outbuilding, field and contractor communications requirements, and special programs such as SAFE, 4-C, and NPIC Development Program are growing and converging into overlapping time frames. The mid-1980s will see a rapid expansion of basic services, and a changeover to a new generation of terminal and cryptographic equipment.

C. Office of Training and Education (OTE)

One of the major impacts of the Phase III capability papers is the major increase in both the nature and the volume of training requirements. A significant need implicit in the Phase III papers is to bring employees on board and get them to a productive level as fast as possible. To meet the resulting training requirements, OTE will use inhouse resources for dealing with Agency-specific information while contracting out for other short-term requirements. To meet specialized requirements, training programs will be set up as self-study, self-paced programs on interactive video terminals. The concept of a terminal on every desk will be explored in detail to ensure that the full potential of using these terminals for self-study is fully exploited. With the proliferation of terminals throughout the Agency, it is anticipated that a very large part of future training will be self-conducted through the terminal. The profile of OTE's offerings will change considerably with more offerings of specialized and shorter programs available in all areas including language instruction, where the demand for intensive survival programs will increase. Other changes in foreign language instruction will include the adoption of computer assisted instruction (CAI) and the possible development of the capability to train students in an overseas environment on a tutorial basis. Whenever possible, we will procure ^{from the vendor} packaged training programs with the new systems. This change will influence the Agency workforce in the next decade. Instructors and employees in general will find that some of their skills are less than adequate if not obsolete. Training will play a role in dealing with this change by retraining employees for new jobs and training managers to deal with employees that feel trapped in the career squeeze. OTE will have to become more involved in the planning stages of all Agency projects which create training requirements.


D. Office of Security (OS)

The DI paper suggests a need for outside expertise which would involve more staff-like clearance actions for individual consultants or contractor employees. Use of ADP equipment in communications and word/data processing which will service every analyst, would have an across-the-board influence on the computer security discipline. The Office of Security plans to at least triple the strength of its Information Systems Security Group (ISSG) by 1992. The general proliferation of word processing equipment in CONUS and abroad will multiply the functions of ISSG to identify and negate security threats, and to audit and inspect computer operations. Significant new requirements in areas such as alarms, vaults, vault-type rooms, safekeeping equipment, and guard personnel will merge.

The expansion of national programs contained in the DS&T paper will result in increases in the special access investigative/adjudicative/polygraph workload and an

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increase in the number of security officers assigned to that Directorate. There will also be an increase in collateral (non-SCI) clearance actions to meet DO requirements. The Counterintelligence paper contains the Office of Security's estimate of resources required in the protective security area. The office input essentially remains valid in projections of required human resources and funding for the period extending to 1992. Also, there is a projected increased effort in the counterintelligence area with an emphasis on increased penetration and training. Both will require behavioral science techniques in agent recruitment and management.




E. Office of Finance (OF)

The long-range planning papers submitted by the other Directorates each call for increasing activities requiring additional personnel and funds with clear implications for increasing travel, procurement, commercial contracting, and bill paying. These papers project a growth of the overseas population and growing covert action capabilities which usually require a high-level of financial support. Most of these plans are not specific enough to permit us to draw clear relationships between the presumed growth in other areas and what the Office of Finance will need to provide financial services to these activities. Nevertheless, we can make certain statements about the impact with reasonable certainty. There is a clear emphasis on additional travel above the current rate, additional personnel overseas, additional contractual requirements for covert action hardware, data processing equipment and software, and external analytical research as well as technical R&D. In sum, we can expect every financial system to be hit by increasing workloads ranging from 30 percent for payroll to 50 percent for contract audit and bill paying. Furthermore, the growth of activities across the Agency will require increased decentralized support within the DS&T, the DI, and the DO, which does not appear to be included in their projections. Provision of finance careerists to meet these outside needs will require substantial investment in training programs which do not now exist if we are to provide personnel who are capable of maintaining the decentralized financial systems on which the Agency relies.



F. Office of Logistics (OL)

Logistics proposes to meet increased requirements by extending automation in the logistics process and through improved productivity. OL strategy is to develop the Logistics Integrated Management System (LIMS) to increase the timeliness and responsiveness of the Agency procurement, contracting and supply systems. The capability to meet new requirements is being increased with cross-training for career personnel  provide a mix of skilled

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personnel. In addition OL is taking action to expand in the areas of transportation, storage, and electronic printing capabilities.



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G. Office of Medical Services (OMS)

OMS can contribute to support of the Phase III capability papers in recruitment, selection, and retention of high quality personnel and in support to operations. A substantial impact on Psychological Services Division (PSD) will result from the necessary testing and evaluation of additional analysts, operations officers, and nonofficial cover personnel. The increase in activities involving covert action, counterintelligence, and counterterrorism will all cause increases in demand for medical support. Given a future work environment consisting of automated and machine-dominant offices, all Agency employees will find themselves working long hours in front of terminals. Mental and physical health will be impacted by this stressful and sedentary environment. We foresee a need to increase medical support in terms of facilities and programs for physical exercise and mental health of our employees.

H. Office of Information Services

The Office of Information Services has initiated the development of The Records Information System (TRIS) which will be designed as a network of subsystems, some supporting the information needs of a single component, and others maintaining central data bases for the use of all participating components. TRIS will integrate all subsystems in a way that facilitates standard record accounting practices and allows an uninhibited exchange of data within security constraints. The goal by 1992 would be an integrated automated information system which would utilize artificial intelligence for making routine decisions and routing traffic. It would work under a central management control using data base administrators and systems analysts/troubleshooters, and would replace mail clerks and couriers in decentralized component locations by using terminals operated by information analysts.

IV. RESOURCE REQUIREMENTS




At this level, the DA can sustain current support and continue the recapitalization of our worldwide communications network. Also at this level, elements responsi-

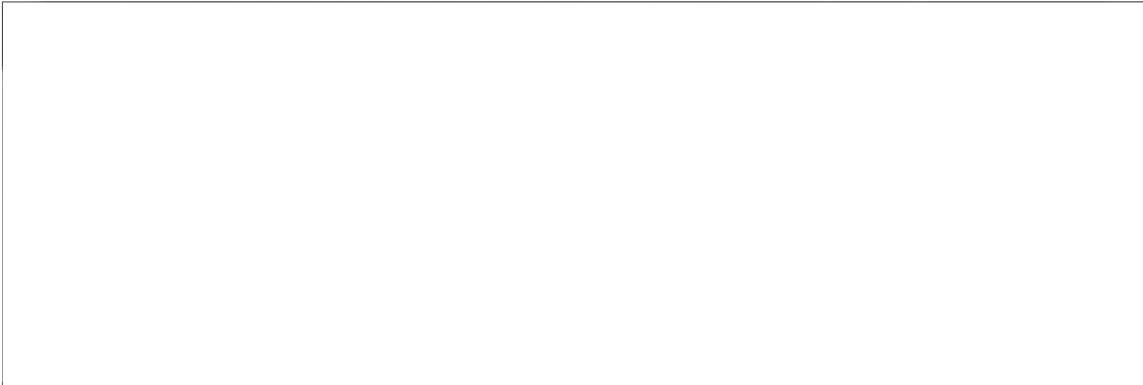
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ble for centralized support services are slated to receive modest increases in resources—both positions and funds—in the form of Supplemental Support Initiatives to support increases in total Agency personnel and new activities. Therefore, it is felt that adequate support resources are programmed to support growth to approxi-

 The directorate will be able to maintain the baseline program and accommodate the increases in the Agency program. There are not sufficient resources, however, for modernization of the support infrastructure with the exception of communications.

In order to continue expediting security and medical processing of applicants at this level, we will provide only sporadic and fluctuating relief to the chronic shortfalls we have experienced in the availability of polygraph support to operations, the reinvestigation program, and the industrial clearance program. We will also continue to carry a large backlog in servicing requests for applications programming support and in the installation of terminals and word processors.



B. Phase III Capabilities Level (20,000)

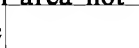
There are no current programs or funds to acquire adequate space to accommodate a personnel increase of this magnitude and its attendant need for additional machine space. If this projected increase were to become fact, then current planning for new Headquarters construction is probably short of requirements. As planned, the new Headquarters compound will provide 150,000 sq.ft. of prepared machine space and will accommodate a maximum of  If all the planned initiatives come to fruition, it appears that some additional machine space and accommodations for an estimated  people would be more appropriate. The new building will reach the natural limits of expansion on the Headquarters compound given the physical surroundings, the transportation system, and the National Capital Planning Commission. The following concepts to meet Agency space needs will be examined:

- Build the new addition on the Headquarters compound as planned and accommodate new growth by one or more of the following:
 - Continue to lease selected external buildings.
 - Build, buy, or lease in the Washington metropolitan area a building large enough to house the remaining external elements plus all new growth, gradually phasing in existing components with new growth.

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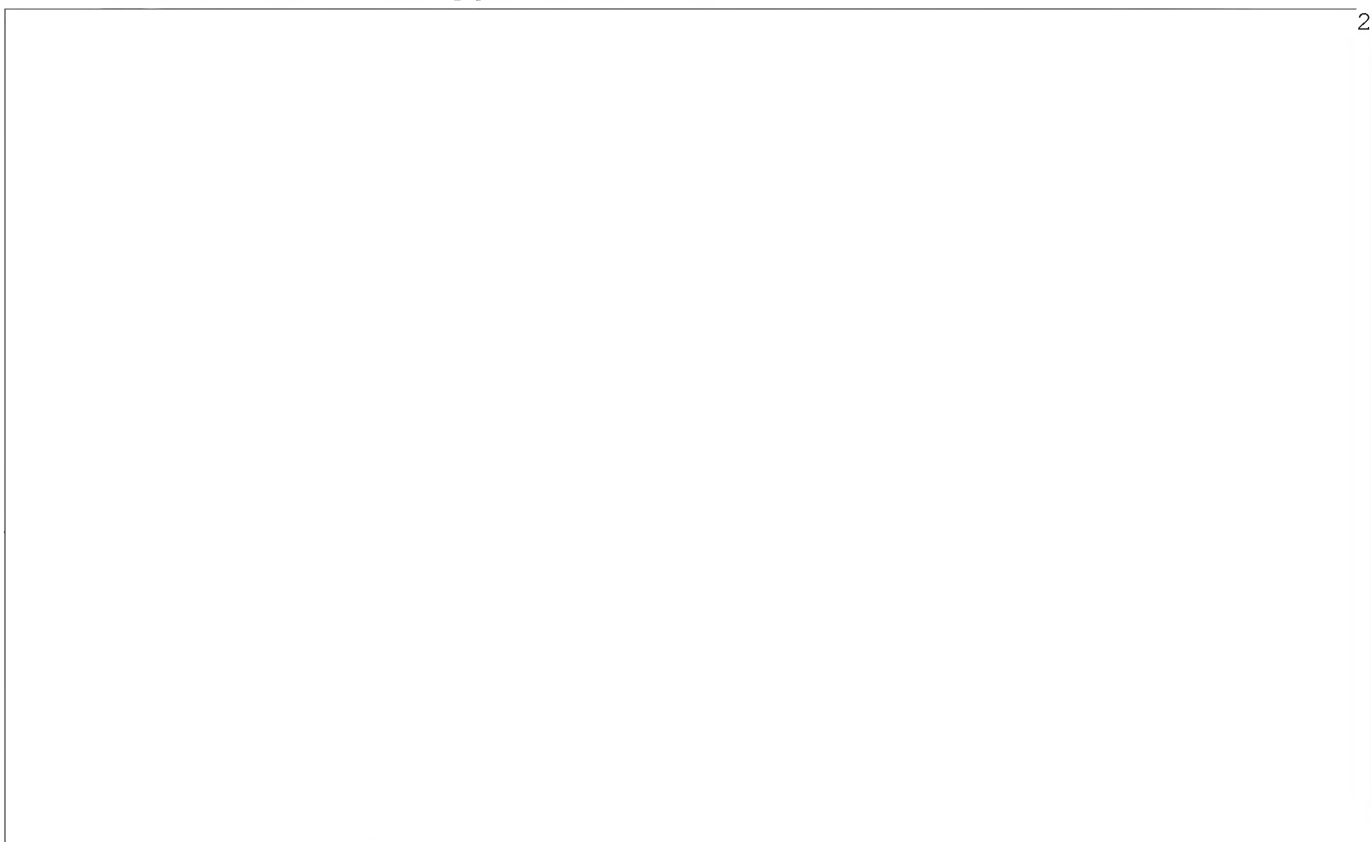
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- Build a new facility within 50 (plus/minus) miles of Headquarters which can accommodate all elements in the Washington metropolitan area not slated to move into the new building. This would also include 

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In addition to acquiring adequate space to house this increased population, the DA would need the following positions and funds:



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V. FUTURE DIRECTIONS—THEMES

This section presents a series of themes and special topics which will be pursued to enhance support to Agency components. Some of these efforts will require considerable resources, others will not require any. Further detailed study will be needed to weigh the feasibility of most of these concepts. They have been divided into short-term, mid-term, and long-term efforts.



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3. Establish a DA liaison office to monitor all non-intelligence relationships with U.S. Government Foreign Service agencies and all non-intelligence related employee legislation concerning pay, retirement, health and insurance, EEO, etc. This approach for the future may place us in an anticipatory posture rather than a reactive posture relative to employee benefits.

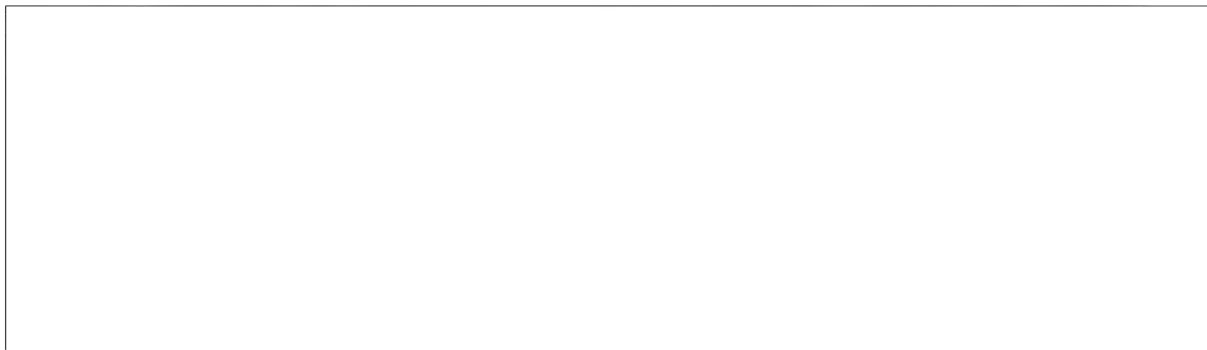
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4. To assist in retaining a prospective employee during the lengthy clearance processing, we should restructure certain primarily unclassified elements of the Agency to allow us to place new recruits in productive work almost immediately. For example, within FBIS the Daily Report is currently typed by contract non-cleared typists. JPRS also has unclassified typing. Programs for analysts could be established as well as some specialized language refresher training. These are merely some ways we could improve retention once an individual has expressed interest in working for the Agency.

5. Internally we may consider combining Central Processing, Central Travel, and the Allowances Staff into one unit to improve efficiency, response time, and central support to all Agency components relative to overseas travel and service.

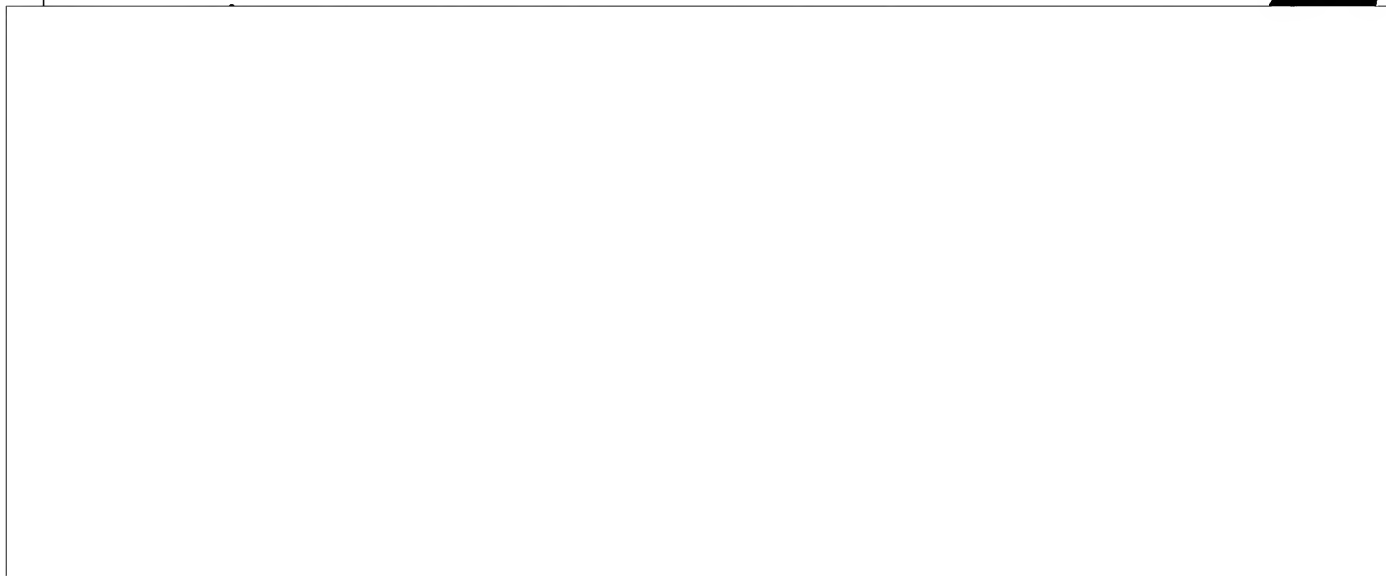
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8. Explore the feasibility of establishing a Wang Service Center in each major geographical area. An agreement could be worked out with State to fund and Agency-clear one or two Wang customer service engineers to be assigned to these regional centers on a technical representative contract to service our systems.



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B. Surge Response (Short Term)

1. The DA will consider providing a mobile crisis support center to be made available upon request. This facility should accommodate up to people and be equipped with the latest communications equipment. A pre-identified cadre list may be utilized by the DA to release people in all disciplines to join the crisis team. The center could serve two or more crises at one time.

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2. The following represents additional steps the DA can take to meet surge requirements:

- a. Pre-identify crisis managers in each Office who would have decision-making authority for that particular Office.
- b. Maintain a DA annuitant skills bank for immediate use as rehired annuitant contractors. Such a skill bank could be expanded to include all annuitants possessing peculiar skills; i.e., language, trainers, paramilitary, etc.



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- . Establish a reserve pool of part-time, cleared clerical personnel available for WAE contract. Primary source would be Headquarters staff dependents who could work intermittently, around-the-clock if necessary, to handle the significant paper requirements that accompany any surge effort.
- d. Explore ways to improve the efficiency of processing complex travel accountings for long-term TDYers.
- e. In conjunction with the other Directorates, prepare a manual based on past actual experiences of how to and how not to support a crisis situation.

C. Overseas Experience for DA Officers (Mid-Term)

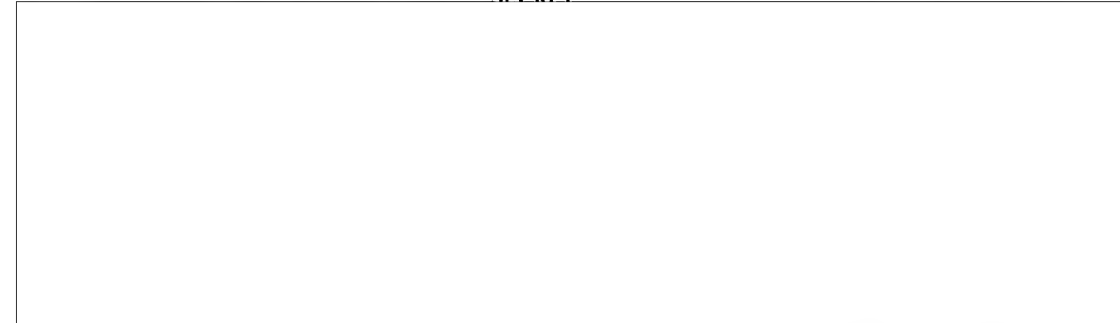
1. Broad experience gained from field service is invaluable to the DA careerist. The Directorate should therefore identify and encourage overseas service for its younger officers and discover the means to achieve this goal in light of the prospect that future field service opportunities may be diminished.

2. There are several viable ways to approach this problem now and into the future:

- a. A DA TDY standby complement could be established to respond to DO surge requirements and to be available to cover all DA field underlaps and other ad hoc needs.
- b. The DA will consider the establishment of a foreign field program that would augment the current MG service concept. This program would identify young DA officers and place them into the foreign field environment for at least two consecutive tours. Upon the completion of such service they would return to middle level management positions within the parent offices of the DA to continue their career tracks. These officers could either be Career Trainees or they could be sponsored for the program by the individual DA office to which they would return. This approach would ensure a high degree of competent DA officers in the field, while also ensuring that in Headquarters there will be a constant flow of DA officers who have field experience.
- c. Explore with the DO the possibility of assigning DA-sponsored CT graduates to junior operations slots in the field and at Headquarters. This could serve as a relief to some of staffing problems the DO has experienced in the past and add a very large and beneficial dimension to the experience level of our high-potential young officers.

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4. We currently are exploring the above options in detail and if found to be viable, we plan to develop them in conjunction with the cognizant Agency components.

F. Back-up Information/Processing Center (Long-Term)

1. As the Agency becomes more and more dependent upon the capabilities of data processing to accomplish its mission, the need for a backup computer center to preserve a minimal processing capability in an emergency situation assumes a correspondingly greater importance. Past efforts to defend requirements for such a backup center in annual budget exercises have been unsuccessful. Efforts to reserve space in new buildings such [redacted] have been similarly unrewarding. Lacking a backup computer center, ODP's emergency backup procedures are based on the assumption that the Ruffing Computer Center and the Special Computer Center will not be simultaneously disabled. One center could therefore be used to process the critical workload from the other center until the crippled center could be returned to service.

2. Opportunities to extend these backup procedures are on the horizon. For example, one result of the redirection of the SAFE Project was a shift to the use of IBM compatible architecture, which will make the SAFE computer center compatible with the existing centers and thus add another dimension of flexibility to backup procedures.

3. The construction of the new building in the Headquarters compound will likewise provide additional opportunity to extend flexibility. As central computing capabilities are moved from existing computer centers to the new building, some existing computer center space will be retained, refurbished, and used to accommodate some production processing requirements. The systems which will be configured to provide this support will also be included in emergency backup procedures. A request for two staff personnel to manage the move, determine levels of capability to be retained in existing centers, and determine critical backup needs and thus backup system configurations was included in the FY 84 budget submission for the new building.

4. While the increase in computer centers offers additional flexibility in shuttling production workload from one center to another in the event of crippling disaster to a center, more centers mean more work and are indicative of greater dependence on data processing in the Agency. Such dependence begs for more than minimal capability to support critical requirements. Plans should be adopted to establish a backup computer center located away from the Headquarters compound. The center should be underground, climate-controlled, and located in a sparsely

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populated area, making full use of technological advances. The location would be coordinated with emergency organizations at the national level. Plans to acquire property should be in progress now with the possibility of utilizing government facilities. An alternate solution would be to plan, in conjunction with appropriate national level organizations, a Federal Data Storage Facility which would be located away from the metropolitan Washington area. CIA and the Intelligence Community should be allocated a portion of this facility which could be shared with other Federal agencies.

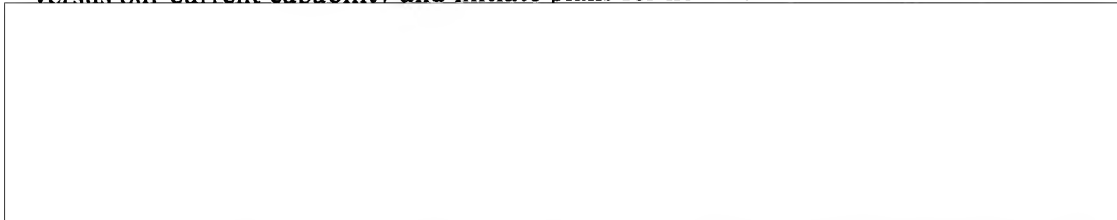
G. Strategy to Improve Transportation and Storage Capability (Long-Term)

1. Transportation facilities necessary to adequately support expanded Agency activities are currently lacking. It is essential that OL's capabilities to move cargo efficiently, securely, and on a timely basis be thoroughly explored. OL needs to establish an independent capability to move cargo through dedicated air and sea channels. A limited effort is already underway to bolster our capabilities in this area.



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2. The increase in personnel, the Communications Recapitalization Program, the implementation of the CRAFT Program, and other planned initiatives will all have a considerable impact on OL's storage capability. During the forthcoming decade, OL will undertake a major study of the anticipated storage requirements versus our current capability and initiate plans for new warehouse facilities. It is con-



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therefore providing a much needed improvement in customer responsiveness. Our new automated system will assist us in tracking requirements to the extent that OL will be capable of more accurately forecasting Agency materiel support requirements.

H. Alternate Methods to Accelerate the Number of Language-Qualified Employees (Mid-to-Long Term)

1. Over the coming decade, the Language School will become highly automated as we move into word processing and computer assisted instruction (CAI). Expanded application of CAI techniques will enable instructors to focus their attention on the more creative aspects of teaching and program development, and drills and reinforcement exercises will be studied using CAI programs. This will enhance the efficiency of instructors and enable the school to train increasing numbers of students without

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an increase in staff. The Language School is already working with the Information Science Center to expand an in-house CAI system, and in cooperation with ORD, is exploring the possibility of assistance from the commercial and academic world. Those efforts will continue through the 1980s.

2. The planned adoption of computer techniques to test scoring using optical character readers and mark sense readers will increase the speed and accuracy of our testing procedures and allow us to more easily determine both the effectiveness of our training and the quality of the Agency's foreign language inventory at any given time.

3. Throughout the next decade the Language School will continue to experiment with types and lengths of language programs, offering increased numbers of both short minimal survival courses and total immersion programs of several weeks' duration. New instructional techniques will be tried and the use of audio and visual aids to supplement classroom instruction will be expanded.

4. Efforts to direct course curriculum to the specific needs of Agency students will continue through familiarization of instructors with the tasks required of operations officers and analysis of the Language Use Questionnaire which gathers information about language use overseas.

5. The results of research into the relationship of language aptitude to learning success and optimal course length to attain professional proficiency will become available during the next several years, and we may see selectivity in accepting students and some changes in the design of language programs.

6. The Language School's role in the development of a standardized method for oral proficiency testing will indirectly contribute to an increase in language-qualified employees in the Agency. The adoption of these standards nationally will regularize and improve language teaching in high schools and colleges and provide a better trained pool of individuals with language skills from which to recruit new employees for the Agency.

7. The Language Incentive Program which provides monetary reward for language use, achievement, and maintenance will be continued since all evidence indicates that it is having a positive impact on the Agency's language skills inventory. The program will be reviewed and adjusted during the coming years to assure that the intent of the program is being realized.

8. Finally, the professional qualifications of the Language School staff will be augmented by continued participation in the activities of professional associations and through expanded in-house programs.

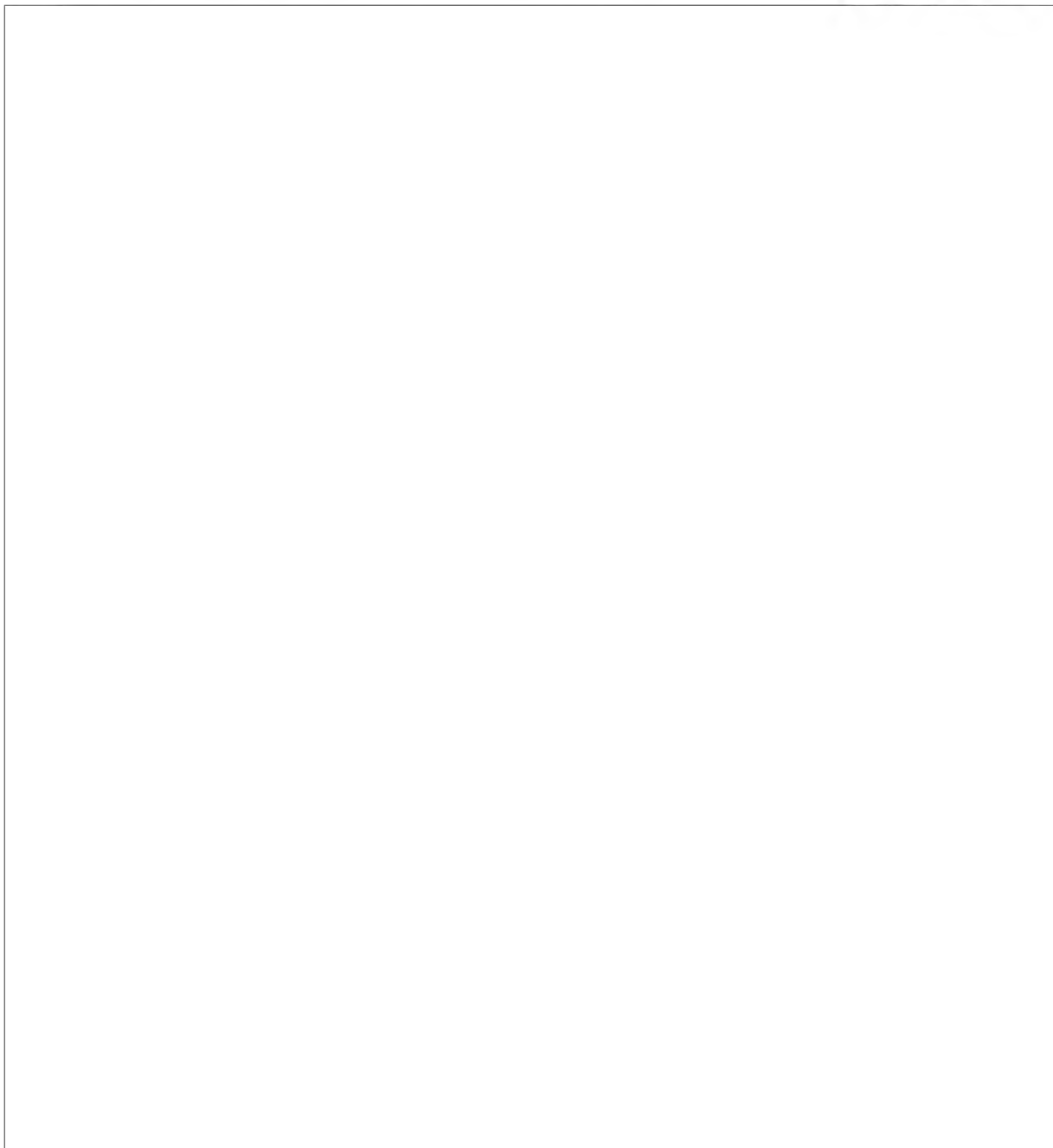
I. Training for Information Handling (Long-Term)

Information handling training will increase at least fourfold over the next decade. As the CIA is asked to do more, it is necessary to use computer-based information systems to multiply intellectual power. More information handling training should occur in the vendor's facilities than has been true in the past. In the future, a number of information handling tools will be off-the-shelf items from a vendor. Other government and commercial organizations have need of information

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handling tools similar to our own. Over the next ten years, a far larger percentage of the software used in the CIA will be standard (or almost standard), commercially available packages. In many instances, the training for this type of package can be better provided by the vendor. Other types of general training, such as a computer language or information handling concepts, can be effectively and efficiently provided by general providers of education such as the Office of Personnel Management and universities.

J. Communications Support to Crisis Situations (Long-Term)



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